

Bulletin

Supplement:
Salary Administration Policies
for Administrative Staff

No. 4, 33rd year

University of Toronto

Monday, September 24, 1979

Public meeting of OISE review committee

The Provost's Committee to Review Relationships between the U of T and OISE (Ontario Institute for Studies in Education) will hold a public meeting, open to the University community, from 4 to 6 p.m., Thursday, Nov. 1, in room 202 in the Galbraith Building, 35 St. George St.

Any concerned groups and individuals are invited to meet with the committee at that time. Written briefs or statements may be sent, in advance if possible, to the secretary, Provost's Committee to Review Relationships between the University of Toronto and OISE, room 226A, Simcoe Hall, 27 King's College Circle.

The committee's terms of reference and membership were announced in the *Bulletin* July 23.

Stoppard begins Hart House Theatre season

A professor of moral philosophy is distracted from his search for moral absolutes and metaphysical certainties by the mysterious death of a gymnast, shot dead while performing in the professor's living room. Inspector Bones arrives to investigate and becomes quickly infatuated with the professor's beautiful young wife Doty, a retired musical comedy star. So unfolds the plot of Tom Stoppard's *Jumpers*, the first production of the 1979-80 Hart House Theatre season — a season which will focus on plays of the 70s which have never before been seen on Toronto stages.

Directed by David Parry, whose most recent production was the medieval spectacle *The Castle of Perseverance*, *Jumpers* will run from Oct. 10 to 20. Curtain time is 8 p.m. Tickets are \$5, students and senior citizens \$2.50. Group rates are available through the box office. Telephone 978-8668 for tickets.

Funds for teaching, learning projects for 1979-80

The educational development mini-grants available to faculty undertaking projects related to the improvement of learning are for 1979-80, not 1980-81 as reported in the Sept. 10 *Bulletin*. Information on the grants can be obtained from Jill McBryde, Educational Development Office, 978-7009.

Arts and Science Council by-election

Nominations open today for positions on the General Committee and other committees of the Arts and Science Council.

Nomination forms and a list of vacancies are available at the faculty office, room 1006, Sidney Smith Hall, and the registrars', departmental, APUS and ASSU offices. Completed forms must be received in the faculty office no later than 4 p.m., Friday, Oct. 5 in order to be valid.

Power electronics award

Professor S.B. Dewan, Department of Electrical Engineering, is the recipient of the 1979 William E. Newell Power Electronics Award. The award, presented annually since 1977 by the Power Electronics Specialists Conference, is for outstanding achievement in power electronics.

'Down to bare bone, lean flesh'

and our stature is being jeopardized, warns President Ham at first meeting of Governing Council

"This University is at the edge of decline" if underfunding of universities continues, stated a grim President James Ham at this year's first meeting of Governing Council Sept. 20.

"With staff reduced by two percent per annum and stable enrolment, the student/teacher ratio is rising to the rate where we're going to be at the level of secondary schools," said President Ham.

He said without the proper resources, there is cause for serious concern about the University's capability to fulfil its dual functions of teaching and research.

He said money spent on patients in hospitals has risen 51 percent in the past eight years, while for students it has fallen seven percent.

"The time has come for this (decline) to stop," said President Ham.

The public has a sense that there is fat in the system, he said "but we are down to bare bone and lean flesh... our stature is in jeopardy".

He said the combined "crunch" of

inadequate provincial funding and the federal decline in research funding is causing the University to lose some of its best people.

"Within a few years, there will be a significant decline in the number of students at the graduate level and the public will be calling for people the universities won't be able to generate."

Commenting on the meeting between the heads of Ontario universities and Premier Bill Davis held Sept. 7 (see story page three), President Ham said that the premier declared his concern for the universities "but he reminded us that if we are to receive priority, there must be a deeper public understanding" of the role of post-secondary institutions.

Moving away from the subject of the University's financial crisis, President Ham spoke to the council about his feelings on the Kelly report (see page three) and the arguments that will probably be made against it.

"Students would likely wish to maintain an absolute freedom to construct

their own program, and would see the Kelly report recommendations as constituting an infringement of their rights.

"My personal opinion is that real freedom in undergraduate education derives from learning to master something and having a sense of the limits of your knowledge. From there, you can reach out to other areas of understanding... stitching together from a catalogue can mean the freedom to remain ignorant."

In the President's report to council he talked about the review of the Memorandum of Understanding, calling it a complex issue, but "one that is important". He said the question as to the academic role of each of the federated colleges is "perennially asked" and has no satisfactorily clear answer, but added that he hopes a new form of the memorandum comes before Governing Council.

Concerning this year's budget, he said there will be an effort made to

Continued on Page 4



Psychology 100

Though momentarily in awe of the multitude gathered before him in Convocation Hall, Professor J. Barnard Gilmore quickly relaxed and received high marks for one of the first lectures he delivered recently to nearly 800 psychology students.

Psychology 100, to be held three times a week (though one evening session will have only about 150 students) is the largest class at the University since the influx of war veterans 30 years ago. (The class is part of an experiment by the Faculty of Arts & Science to find out whether one person can effectively teach such a large number of students. There will be an evaluation made at the end of the year, but Gilmore

says "we decided to try it because we thought it could and would work".)

Prof. Gilmore was chosen to teach it because he's considered one of the department's best lecturers. He uses a microphone attached to his lapel, which broke down once, causing some problems, but after the first week of classes he's very pleased with the way things are going.

He says Convocation Hall's carpeting, wood and chandeliers give the atmosphere "a calm elegance" he much prefers to the Medical Sciences Building, Sidney Smith Hall or OISE, and he likes being "closer to the students in inches and not elevated in feet".

PhD Orals

Since it is sometimes necessary to change the date or time of an oral examination, please confirm the information given in these listings with the PhD oral office, telephone 978-5258.

Friday, September 28

Judith A. Rosner, Department of Classics, "Magic and the Supernatural: Critical Studies in Ovid, Seneca and Lucan." Prof. R.J. Tarrant. Room 307, 63 St. George St., 9.30 a.m.

Jacques Niederer, Department of Medical Biophysics, "Short Term Strategies to Decrease Cancer Mortality." Prof. J.E. Till. Room 309, 63 St. George St., 10 a.m.

Rose Ages, Department of Slavic Languages & Literatures, "Gogol's Correspondence and *Selected Passages from Correspondence with Friends*." Prof. D.G. Huntley. Room 111, 63 St. George St., 10 a.m.

Laurel Sefton MacDowell, Department of History, "Remember Kirkland Lake: The Effects of the Kirkland Lake Gold Miners' Strike, 1941-42." Prof. K.W. McNaught. Round Room, Massey College, 10 a.m.

Neil Semple, Department of History, "The Impact of Urbanization on the Methodist Church in Central Canada, 1854-1884." Prof. J.M.S. Careless. Room 309, 63 St. George St., 2 p.m.

Leon Kuczynski, Department of Psychology, "Reasoning with Children: Motivational Determinants of Children's Self-Control." Prof. J.E. Grusec. Room 111, 63 St. George St., 2 p.m.

Tuesday, October 2

Nanette Cleri Clinch, Department of English, "A Critical Edition of John Fletcher's *Comedy Monsieur Thomas*, or *Father's Own Son*." Prof. F.D. Hoeniger. Room 111, 63 St. George St., 4 p.m.

Thursday, October 4

Gwen Matheson, Department of English, "Utopia and the Kingdom: A Study of the Social and Religious Thought of Aldous Huxley." Prof. D.J. Dooley. Room 111, 63 St. George St., 1.30 p.m.

Friday, October 5

Philip Charles Enros, Institute for the History & Philosophy of Science & Technology, "The Analytical Society: Mathematics at Cambridge University in the Early Nineteenth Century." Prof. T.H. Levere. Room 111, 63 St. George St., 10 a.m.

Patrick Gerard Cheney, Department of English, "Magic in *The Faerie Queene*." Prof. J.A. Carscallen. Room 111, 63 St. George St., 3.30 p.m.

Tuesday, October 9

Hardy Fred Limeback, Department of Biochemistry, "Collagen Synthesis and Processing in Periodontal Ligament Cells." Prof. J. Sodek. Room 307, 63 St. George St., 2 p.m.

James Marcus Tranquilla, Department of Electrical Engineering, "Resonance Phenomena on Parallel Dipole Antenna Arrays." Prof. K.G. Balmann. Room 309, 63 St. George St., 2 p.m.

Job Openings

Below is a partial list of job openings at the University. Interested applicants should read the Promotional Opportunity postings on their staff bulletin boards, or telephone the Personnel Office for further information. The number in brackets following the name of the department in the list indicates the personnel officer responsible. Please call: (1) Sylvia Holland, 978-6470; (2) Penny Tai-Pow, 978-5468; (3) Manfred Wewers, 978-4834; (4) Ann Sarsfield, 978-2112; (5) Barb Lipton, 978-4518; (6) Clive Pyne, 978-4419.

Secretary II

(\$10,330 — 12,160 — 13,990)
Education (4), Pathology (4), Central Services (4), Graduate Studies (2), Governing Council Secretariat (2), Press (Downsview) (5), Medical Genetics (6)

Programmer III

(\$18,160 — 21,370 — 24,580)
Computing Services (3)

Systems Auditor

(\$18,160 — 21,370 — 24,580)
Internal Audit (3)

Director, Student Affairs

(\$23,540 — 27,710 — 31,880)
Dean's Office, Arts & Science (1)

Research Associate

(\$13,960 — 16,430 — 18,900)
Geology (1)

Secretary IV

(\$12,650 — 14,880 — 17,110)
Governing Council Secretariat (2)

Engineering Technologist III

(\$16,390 — 19,280 — 22,170)
Dentistry (1)

Assistant to Co-ordinator

(\$10,330 — 12,160 — 13,990)
Dean's Office, Arts & Science (1)

Administrative Assistant III

(\$18,160 — 21,370 — 24,580)
Governing Council Secretariat (2)

Glasswasher

(\$7,730 — 9,110 — 10,490)
Medicine East Central Services, 55 percent part-time (6)

Writer

(\$17,190 — 20,230 — 23,270)
Information Services, 60 percent part-time (5)

Administrative Officer

(\$20,140 — 23,700 — 27,260)
Admissions (5)

Recent academic appointments

At the Sept. 13 meeting of the Academic Affairs Committee, the following academic appointments were confirmed:

- Professor R.J. Shephard, director, School of Physical & Health Education, from Sept. 1, 1979 to June 30, 1984; and Professor R.C. Goode, associate director, School of Physical & Health Education, from Sept. 1, 1979 to June 30, 1980;
- Professor Nancy Howell, acting chairperson, Department of Sociology, from July 1, 1979 to March 31, 1980; Dr. F.H. Lowy, chairman, Department of Psychiatry, from July 1, 1979 to June 30, 1984 (extended); Dr. E.L. Lansdown, chairman, Department of Radiology, from July 1, 1979 to June 30, 1984 (extended); and Dr. D.H. MacLennan, acting chairman, Banting & Best Department of Medical Research, from July 1, 1979 to June 30, 1980 (or a shorter period should a new chairman be appointed)
- Professor T.T. Tidwell, associate dean, Scarborough College, from July 1, 1979 to June 30, 1982;
- Professor J.D. Duffy, principal, Innis College, from July 1, 1979 to June 30,

1984 (approved by Governing Council June 21);

- Professors E. Hauer, Department of Civil Engineering; and N. Camerman, Department of Biochemistry, professors, with tenure, from July 1, 1979;
- Professors R.V. Ericson, Centre of Criminology (cross-appointed to Department of Sociology); R.R. McLeod, Department of English; L. Eelen, Department of Fine Art; G.P. Nagel, Department of Philosophy; T.L. Pangle, Department of Political Economy; N.C. Collins, Erindale College; D.L. Diosady, Department of Chemical Engineering & Applied Chemistry; A.H. Fenton, Department of Prosthodontics; A.M. Wu, Department of Anatomy; H.G. Lawford, Department of Biochemistry; H.C. Kwan, Department of Physiology; B. Kidd, School of Physical & Health Education; and E.C. Relph and G. Sziecz, Scarborough College; associate professors with tenure, from July 1, 1979;
- R. Ross, vice-principal and registrar, Erindale College, from July 1, 1979 to June 30, 1981.

Research News

U of T Humanities & Social Sciences Committee

Forms are now available at ORA for the October competition for grants up to \$2,000. The deadline is *October 23* and prospective applicants are reminded that a referee's letter is required on that date as well.

The committee will continue to consider applications for travel to overseas conferences for the period December 1979 to March 1980 until all moneys for this period are allocated. Guidelines for applications are available at ORA, telephone 978-2163.

Social Sciences & Humanities Research Council

The 1980 Guide for Applicants will not be available until mid-October. In the meantime, applicants may refer to the modified regulations of the 1979 guide which are now available at ORA, telephone 978-2163.

Office of Research Administration Information Booklet 1979

The booklet, which describes application policies and procedures and lists deadlines for frequent sponsors, has been sent to department chairmen and directors of institutes for distribution to faculty. Copies are also available at ORA, telephone 978-2163.

Upcoming Deadlines

Environment Canada: Inland Waters — *September 29*.

Canada Council: Killam memorial scholarships, Killam research fellowships, and Killam research associateships — *October 1*.

Medical Research Council: Fellowships and program grants — *October 1*.

Social Sciences & Humanities Research Council:

Exchange program with Academy of Sciences of Hungary, the Aging Program postdoctoral fellowships and the Reorientation program — *October 1*;

Grants-in-aid of \$10,000 and above — *October 15*.

Natural Sciences & Engineering Research Council:

Scientific exchange (less than six months) — *September 30*;

Major capital grants of \$200,000 and above — *October 1*.

Stacie prize — *October 5*.

Ontario Cancer Treatment & Research Foundation: Research grants — *October 15*.

Arthritis Society: All grants and personnel awards programs — *October 15*.

Classified

A classified ad costs \$5 for up to 35 words and \$.25 for each additional word. Your name counts as one word as does your phone number, but the components of your address will each be counted as a word.

A cheque or money order payable to *University of Toronto* must accompany your ad.

Ads must be submitted in writing, 10 days before *Bulletin* publication date, to Marion de Courcy-Ireland, Information Services, 45 Willcocks St. Ads will not be accepted over the phone.

Used & rare books in the social sciences, humanities, Canadiana, law & medicine bought & sold. Catalogues available on request. October Books. 111 Queen St. E., Suite 302, Toronto M5C 1S2. 863-9930.

Piano lessons. Excellent preparation for beginners through A.R.C.T. by experienced teacher. Former faculty member of Peabody Conservatory of Music and graduate of Oberlin Conservatory. For further information, telephone 769-1404.

Historians. Complete set of the *American Historical Review* from 1960 through 1978 for sale. No missing volumes. Excellent condition. \$150 or best offer. Must sell quickly. Contact Michael Mouritsen at 979-2221 (ext. 425) days; 221-0563 evenings.

Auckland, New Zealand. 3-bedroom house for exchange or rent Dec. 1, 1979—Dec. 1, 1980. Close to schools, beaches, 15 min. downtown and university. Call Brian Merrilees 978-3812 or 489-4300.

Furnished accommodation required — university professor studying at OISE seeks clean, quiet furnished apartment for this academic year (October to May). Will take excellent care of property in return for reasonable rent. References available. 978-3848.

Lost/stolen/strayed: Tankard with blue/white Ontario Rifle Association medallion on maple leaf from Faculty Club Beer Garden on Monday, Sept. 17 approx. 2 p.m. Please return to rightful owner through *Bulletin*, 45 Willcocks St.

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"All of us, with the possible exception of John Kelly, had great difficulty seeing how Kruger's compulsory breadth requirement could work.

"Devising appropriate sequences, especially in the sciences, could be a problem, as could the complexities of timetabling. A large number of new courses might have to be created which raises the possibility of staff co-operation problems because such courses would be regarded as low-level service teaching.

"Structuring the curriculum to include a sequential minor of three or four courses on another civilization, for example, is no guarantee of graduating broadly educated civilized human beings. It won't ensure that these people will have anything other than credit in three courses on another civilization.

"Also, if such a minor were enforced, students in some programs, such as chemistry, would have no free courses left and they would have to decide in first year what their discipline-other-than-chemistry would be. Surely some freedom of choice is an important part of the undergraduate experience.

"As it is, our report calls for some breadth through electives outside the area of specialization even though we don't have any good pedagogical reason



"Overspecialization is just as undesirable as dilettantism." Dean Arthur Kruger

public and liaison with potential university students. We would like to do better. Restraint has rendered our complement of personnel restricted in these and other areas. We don't have enough people any more.

We have made reference to your speeches. Might we ask your support for our goals, with which you have indicated agreement, and might we urge you to include such comments in your public pronouncements. When we in the universities speak, the public expects us to defend ourselves. With your authority and a more attentive audience, when you speak people listen.

As suggestions for inclusion in your speeches, may I begin by posing a riddle. What do the following have in common? Three BAs from U of T, two BAs from UWO, one BA from Queen's, one BA from Mac, one BA from (then) Waterloo Lutheran, and one from Canisius, seven lawyers, one professional engineer from McGill, two teachers, one MS from Columbia, one BSW from U of T, two MDs from U of T and Ottawa, one dentist from U of T, and six incomplete post-secondary degrees. Answer: They are the members of the Cabinet of the government of the Province of Ontario. Most significantly, *they all have the same job.*

Support' ting with Premier Davis

(by the 15 universities) on replacement of furniture and equipment worth \$800 million — a 40-year replacement cycle rather than the normal and necessary 10 to 15 years.

- \$20 million is spent annually on renovations and alterations of plant worth \$2 billion, far less than any reasonable standard of maintenance would suggest as necessary.

- Library acquisitions per student have fallen about 40 percent in real terms since the early 1970s despite the continuing explosion of knowledge around the world.

- Increases in salary scales have been held well below the rate of inflation for years — they were 3.7 percent in 1978-79 and just over five percent for the current year despite continuing inflation in excess of nine percent — and salaries have fallen behind other comparable professions consistently since the early 1970s.

- Some estimates suggest that the universities will be required to terminate up to 20 percent of faculty over the next few years if insolvency is to be prevented.

Tables prepared by COU for the premier indicated that Ontario now provides about \$1,000 less operating grant per full-time-equivalent student than the rest of Canada, \$1,800 below Quebec in 1979-80.

"Were Ontario universities funded at a level equivalent to the *average* for the rest of Canada," said Mr. Panabaker, "total grants to the system in 1979-80 would have to be increased by \$185 million."

to the premier

I cite this riddle to underline my point that the universities should continue to resist any further pressure for a narrow, job-specific focus to their endeavours. This varied list also reinforces the value of OCUA's first goal for the university system — to develop a more educated populace, primarily to be realized through provision of widely accessible programs in arts and sciences.

We are not talking about units of production; we are talking about people. The university is not simply a specific job-training factory. Personal freedom depends upon both occupational competence and perspective. It would be naive to suggest that people don't want jobs and good jobs, but I fear that we are losing our perspective in much too narrow a focus.

We are well into the age of future shock. I have been interested in a question that our President Ham has put to audiences. He asks how many people are still in the jobs they thought they were pursuing by their choice of post-secondary education. The responses confirm that most people change not only jobs but careers several times in the course of a working lifetime. We must prepare students for more than the obvious.

Northrop Frye has said, "Wisdom is a sense of the potential rather than the actual, a practical knowledge ready to meet whatever eventualities may occur, rather than a specific knowledge of this or that subject." The wisdom, the perspective, the enlightened leadership, the creative people ready to face the dizzying challenges that lie ahead with the ability and the insight to suggest innovative solutions, these are the characteristics we must develop in our universities and for our society.

I urge you to underline this message to the public for society's benefit. We're all in this together, and for the same reasons.

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Research

U of T Humanities & Social Science Committee

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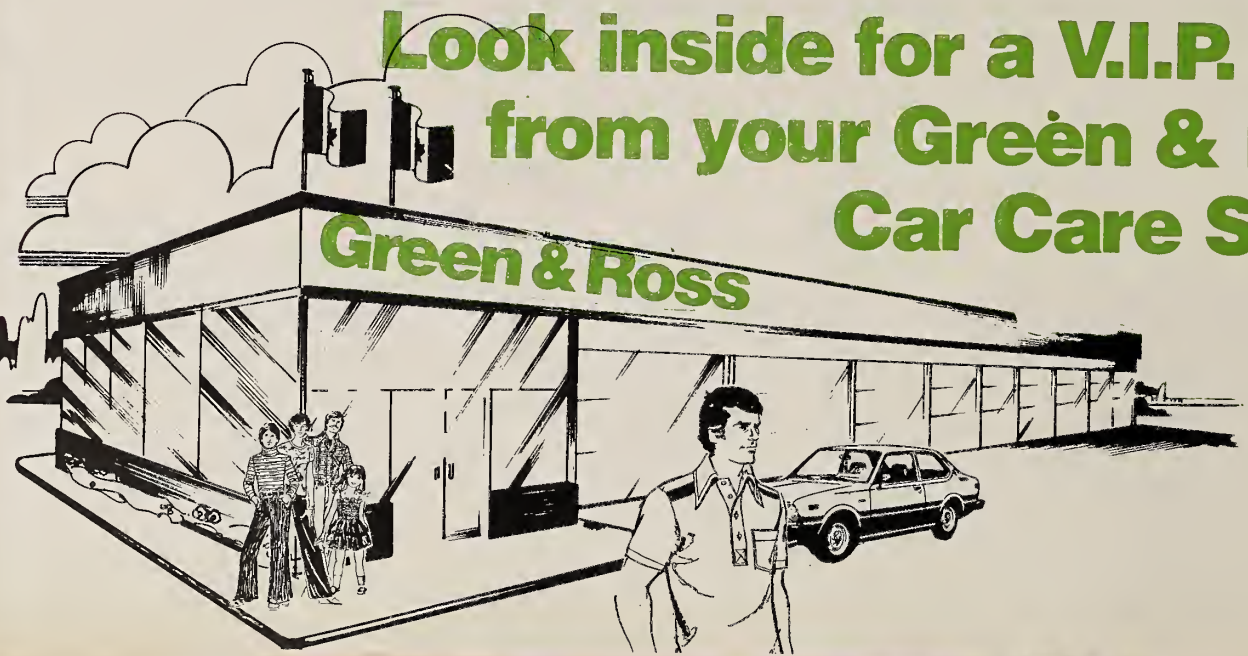
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453-6366

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phone number, but the components of
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word.

A cheque or money order payable to
University of Toronto must accompany
your ad.

Ads must be submitted in writing,
10 days before *Bulletin* publication date,
to Marion de Courcy-Ireland, Infor-
mation Services, 45 Willcocks St. Ads
will not be accepted over the phone.

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for this academic year (October to May).
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return for reasonable rent. References
available. 978-3848.

Lost/stolen/strayed: Tankard with
blue/white Ontario Rifle Association
medallion on maple leaf from Faculty
Club Beer Garden on Monday, Sept. 17
approx. 2 p.m. Please return to rightful
owner through *Bulletin*, 45 Willcocks St.

The Kelly report:

The debate begins

by Pamela Cornell

Should arts and science undergraduates be required to take a majority of their courses within one discipline? Should they also be required to take either a smattering or a sequence of courses outside their respective areas of specialization? And what, if any, academic role should the colleges play?

These are some of the basic questions likely to be considered when debate on the Report of the Committee to Review the Undergraduate Program, the Kelly report, is launched today at the General Committee of the Faculty of Arts & Science.

The eight-member Kelly committee was established by Dean Arthur Kruger in March 1977 to review the present structure of the faculty's curriculum. Its report was published in the *Bulletin* May 7.

Dean Kruger says he's pleased with the report's recommendations on the need for coherent specialization in a particular area of study.

"Under our present program, it's actually possible for a student to take 20 courses in 20 different disciplines and still meet the requirements for a four-year degree. It's also possible for a student to take 20 courses all in one discipline.

"Overspecialization is just as undesirable as dilettantism and I think that's where the Kelly report fails. We should compel students to take a sequence of three or four courses in a field of study other than their own area of specialization so they end up with some appreciation of the approach taken by scholars in that field."

Neither Kruger nor the Kelly report favours the kind of distribution requirement that stipulates that students must take an assortment of introductory or survey courses in such disciplines as English, philosophy, a second language, a social science, or a lab science.

Committee chairman Father John Kelly, St. Michael's College, agrees with Kruger that a student should have more than "a journeyman's understanding of another discipline" but says a program more highly structured than the report already recommends "would never be accepted by the University at large". As it is, he says, there is nothing in the report that would constitute a barrier to a student doing a sequential minor.

Committee member Professor Ian Drummond, Department of Political Economy, Trinity College, views the Kelly report as "a reasonably coherent educational package, even if it doesn't satisfy the dean.

"All of us, with the possible exception of John Kelly, had great difficulty seeing how Kruger's compulsory breadth requirement could work.

"Devising appropriate sequences, especially in the sciences, could be a problem, as could the complexities of timetabling. A large number of new courses might have to be created which raises the possibility of staff co-operation problems because such courses would be regarded as low-level service teaching.

"Structuring the curriculum to include a sequential minor of three or four courses on another civilization, for example, is no guarantee of graduating broadly educated civilized human beings. It won't ensure that these people will have anything other than credit in three courses on another civilization.

"Also, if such a minor were enforced, students in some programs, such as chemistry, would have no free courses left and they would have to decide in first year what their discipline-other-than-chemistry would be. Surely some freedom of choice is an important part of the undergraduate experience.

"As it is, our report calls for some breadth through electives outside the area of specialization even though we don't have any good pedagogical reason

for saying it's bad for a student to take only economics courses if that's what he or she wants to do."

Student member Brian O'Riordan doesn't think the Kelly report offers a good pedagogical reason for having any compulsory degree requirements. Professor Robin Armstrong, another committee member and chairman of the physics department, is opposed to having breadth requirements.

"None of us opposed the desirability of students taking courses outside their discipline but I think they're intelligent enough to make their own distribution choices. Certainly in my own department students are very mature when it comes to knowing what they want to do with their futures. They're not groping around.

"I can't see how there could ever be agreement on how a distribution requirement should be formulated. Our Faculty of Arts & Science is unique in Canada in that it encompasses sciences, humanities, and commerce and finance. To meet all needs with a few simply stated regulations is impossible."

O'Riordan says he thinks the committee failed to come to grips with the academic role of the colleges and with problems concerning the commerce and finance program, such as whether or not there should be enrolment ceilings and whether or not that section should become a separate faculty.

Part-time undergraduate member Patricia Wilson says she's pleased with the way the report came out.

"You had to be there to see the painful hours we spent trying to reach a consensus. Several of our members were at extreme poles. Even if the report passes in its present form, a lot will depend on what the departments do with it."

Committee member Professor Jane Millgate, English, Victoria College, thinks the report "has its virtues", even though it doesn't reflect all her views.

"It's a total package, and I stress the word 'package'; I don't see how individual items can be separated out. Besides, I think it's a good compromise, not a lowest common denominator proposal at all. I certainly had no trouble putting my name to it."



"Overspecialization is just as undesirable as dilettantism," Dean Arthur Kruger

'Unambiguous support'

COU optimistic after meeting with Premier Davis

The Council of Ontario Universities (COU) is optimistic that the Ontario government will not decrease the level of funding to universities this year.

At a recent press conference, COU's executive outlined its reaction to a four-hour meeting at Queen's Park to which Premier William Davis had invited board chairmen and executive heads from the province's 15 universities. Also representing the government at the meeting were Treasurer Frank Miller, Minister of Education Bette Stephenson, and Secretary for Social Development Margaret Birch.

While Davis didn't say anything about making more money available, he expressed "unambiguous" support for the universities' objectives concerning quality and accessibility, said Queen's University principal Ronald Watts, who chaired the press conference.

"What Davis didn't say was almost as important as what he did say," said Roger Guindon, rector of Ottawa University. "I think he's beginning to understand that we've done all the belt-tightening we can. Now we're getting to the bones and marrow."

Edward Monahan, COU executive director, said "three or four" universities, including Laurentian and Carleton, are running at a deficit on the current year's budget. Principal Watts said others are avoiding a deficit by "shaving where they shouldn't" on library acquisitions and equipment replacement.

In a presentation to the premier, J.H. Panabaker, chairman of the McMaster University board, said:

• \$20 million is being spent annually

(by the 15 universities) on replacement of furniture and equipment worth \$800 million — a 40-year replacement cycle rather than the normal and necessary 10 to 15 years.

• \$20 million is spent annually on renovations and alterations of plant worth \$2 billion, far less than any reasonable standard of maintenance would suggest as necessary.

• Library acquisitions per student have fallen about 40 percent in real terms since the early 1970s despite the continuing explosion of knowledge around the world.

• Increases in salary scales have been held well below the rate of inflation for years — they were 3.7 percent in 1978-79 and just over five percent for the current year despite continuing inflation in excess of nine percent — and salaries have fallen behind other comparable professions consistently since the early 1970s.

• Some estimates suggest that the universities will be required to terminate up to 20 percent of faculty over the next few years if insolvency is to be prevented.

Tables prepared by COU for the premier indicated that Ontario now provides about \$1,000 less operating grant per full-time-equivalent student than the rest of Canada, \$1,800 below Quebec in 1979-80.

"Were Ontario universities funded at a level equivalent to the average for the rest of Canada," said Mr. Panabaker, "total grants to the system in 1979-80 would have to be increased by \$185 million."

Paikin's remarks to the premier

The following is an outline of the comments made by Governing Council Chairman Marnie Paikin at the Sept. 7 meeting with Premier Davis:

Sir, we have been quite encouraged by some of the comments we have heard from you today, and quite appropriately disturbed by others. I cannot help but make the simplistic observation that the development of your frustration with the university system coincides with the period of time during which we have felt severe financial constraint. I suggest there is a relationship. We also take to heart your comments regarding our relationships with the public and liaison with potential university students. We would like to do better. Restraint has rendered our complement of personnel restricted in these and other areas. We don't have enough people any more.

We have made reference to your speeches. Might we ask your support for our goals, with which you have indicated agreement, and might we urge you to include such comments in your public pronouncements. When we in the universities speak, the public expects us to defend ourselves. With your authority and a more attentive audience, when you speak people listen.

As suggestions for inclusion in your speeches, may I begin by posing a riddle. What do the following have in common? Three BAs from U of T, two BAs from UWO, one BA from Queen's, one BA from Mac, one BA from (then) Waterloo Lutheran, and one from Canisius, seven lawyers, one professional engineer from McGill, two teachers, one MS from Columbia, one BSW from U of T, two MDs from U of T and Ottawa, one dentist from U of T, and six incomplete post-secondary degrees. Answer: They are the members of the Cabinet of the government of the Province of Ontario. Most significantly, *they all have the same job.*

I cite this riddle to underline my point that the universities should continue to resist any further pressure for a narrow, job-specific focus to their endeavours. This varied list also reinforces the value of OCUA's first goal for the university system — to develop a more educated populace, primarily to be realized through provision of widely accessible programs in arts and sciences.

We are not talking about units of production; we are talking about people. The university is not simply a specific job-training factory. Personal freedom depends upon both occupational competence and perspective. It would be naive to suggest that people don't want jobs and good jobs, but I fear that we are losing our perspective in much too narrow a focus.

We are well into the age of future shock. I have been interested in a question that our President Ham has put to audiences. He asks how many people are still in the jobs they thought they were pursuing by their choice of post-secondary education. The responses confirm that most people change not only jobs but careers several times in the course of a working lifetime. We must prepare students for more than the obvious.

Northrop Frye has said, "Wisdom is a sense of the potential rather than the actual, a practical knowledge ready to meet whatever eventualities may occur, rather than a specific knowledge of this or that subject." The wisdom, the perspective, the enlightened leadership, the creative people ready to face the dizzying challenges that lie ahead with the ability and the insight to suggest innovative solutions, these are the characteristics we must develop in our universities and for our society.

I urge you to underline this message to the public for society's benefit. We're all in this together, and for the same reasons.

THE GOVERNING COUNCIL UNIVERSITY OF TORONTO 1979-80

Down to bare bone
Continued from Page 1

correlate the decisions made in the annual budget process to the "longer-range" question of the shape and balance of the institution.

For example, he said the balance between the professions and arts and science (half the enrolment is in the professions and half in arts and science) is something that could be subject to change.

As for the physical shape of the University, he said he would like to see it become more "residential" in character. Gone are the days when students could get cheap accommodation in the vicinity of the University, and U of T is losing students who can't get residential accommodation. He said the University should look at suggestions that it divest its lands to handle the current operating deficit. Some possible places to look, he said, might be the Huron-Sussex area, lands belonging to Scarborough and Erindale College, and Varsity Stadium.

Because of a question asked at the Sept. 11 meeting of the Executive Committee, President Ham said he wanted to respond to the termination for fiscal reasons of Alfredo DeFazio, an employee of the University who ran a duplicating service in Sidney Smith Hall. (For details, see Sept. 10 *Bulletin*.)

President Ham said the decision to close down the service was made after a year-long study of proposals from Xerox, U of T Press, and DeFazio, who knew his position might be eliminated. DeFazio was offered a job at the Press, said President Ham, and declined the offer. The President said his termination complied with the University's termination policy and the fact that the service was closed down immediately improved DeFazio's prospects for job hunting.







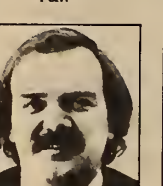
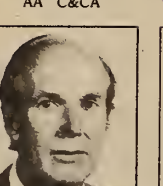

"He has also had two discussions with employment counsellors" at the Personnel Department, said President Ham, about the possibility of being relocated in the University.

Committee on Vietnamese Refugees

President Ham announced that an advisory committee on Vietnamese refugees has been established by the University. The committee, chaired by Innis College principal Dennis Duffy, will recommend procedures to the University for helping refugee Vietnamese who are admitted as students and will also act as a liaison for other agencies assisting the refugees. Members of the committee are E.M. Gruetzner, School of Continuing Studies; William Kent, Department of Admissions; Elizabeth Paterson, International Student Centre; P.S. Phillips, Student Awards; Marvi Ricker, Community Relations Co-ordinator; and Professor A.M. Wall, Transitional Year Program.

Items approved by the council included the membership of negotiating committees for the Memorandum of Agreement between the Governing Council and the University of Toronto Faculty Association. Members of the advisory committee on negotiations are: Marnie Paikin, chairman, President James Ham, William A.M. Birt, Professor James Conacher, Principal Joan Foley, James Kraemer, Brian O'Riordan, and John Whitten. Negotiating committee members are: Vice-President and Provost D.A. Chant, Vice-Provost W.H. Saywell, Professor W.E. Alexander, vice-president, — campus and community affairs, and W.H. Broadhurst.

Council also approved that Daniel Lang be appointed assistant vice-president and director of planning (the change involves only a change in title and is not the creation of a new position).

 MARNIE PAIKIN Chairman Ex	 WILLIAM BROADHURST Vice-Chairman Ex	 ARTHUR MOORI Chairman Ex	 JAMES HAM President Ex			
 GEORGE ALTMAYER Administrative staff AA P&R	 BURTON A. AVERY Alumnus BA	 ST. CLAIR BALLOUR Government appointee P&R	 BEVERLY BATTEN Part-time undergraduate student AA P&R	 ROGER L. BECK Teaching staff C&CA P&R	 WILLIAM A. M. BIRT Government appointee Ex BA	 MARGARET I. C. CALHOUN Teaching staff AA C&CA
 JOSEPH A. CATALANO Graduate student AA P&R	 J. LESLIE COLHOUN Government appointee BA	 JAMES CONACHER Teaching staff AA*	 WILLIAM CORCORAN Government appointee P&R	 E. KENDALL CORK Government appointee BA	 JOHN DADDS Part-time undergraduate student Ex BA	 JOAN E. FOLEY Presidential appointee P&R
 JOYCE FORSTER Alumna C&CA P&R	 JOHN HAMILTON Alumnus BA C&CA	 GEORGE HAYMAN Government appointee P&R	 SALLY HENRY Alumna Ex C&CA	 BERNARD HERMAN Government appointee Ex BA	 GURCHARAN SINGH JAIHAL Government appointee AA	 RICHARD JOHNSTON Full-time undergraduate student C&CA* P&R
 MERRIJOY KELLNER Teaching staff AA C&CA	 MARY KENT Government appointee C&CA	 JAMES KRAEMER Administrative staff Ex BA*	 STEWART LEE Teaching staff Ex P&R	 MAURICE LISTER Teaching staff AA	 HENRY M. LOTIN Full-time undergraduate student AA BA	 S. BRUCE MCLAUGHLIN Government appointee P&R
 THOMAS P. MORLEY Teaching staff AA P&R	 GERALD A. NASH Alumnus AA BA	 D. A. BRIAN O'RIORDAN Full-time undergraduate student Ex AA C&CA	 CHARLES PASCAL Teaching staff C&CA P&R	 HELEN PEARCE Alumna Ex C&CA P&R	 JOHN RICKER Presidential appointee AA	 R.M.H. SHEPHERD Teaching staff Ex AA
 THOMAS H. SIMPSON Graduate student AA C&CA	 VICTOR SMITH Teaching staff Ex P&R	 D. JOANNE STRONG Government appointee C&CA	 JORDAN G. SULLIVAN Alumnus AA P&R	 JUNE SURGEY Government appointee C&CA	 STEPHEN TRIANTIS Teaching staff BA	 TERENCE WARDROP Government appointee Ex
 MARK WAX Full-time undergraduate student BA C&CA	 JOHN WHITTEN Alumnus P&R*	 ROSE WOLFE Government appointee AA				

Ex — Executive Committee
AA — Academic Affairs Committee
BA — Business Affairs Committee
C&CA — Campus & Community Affairs Committee
P&R — Planning & Resources Committee
* — Chairman

Produced by the University of Toronto Press, September 1979

Non-Governing Council members of the 1979-80 Academic Affairs Committee

Administrative staff: Alan J. Horne, assistant librarian (reader services), U of T library;

Alumni: Dorothy M. Hellebust, Victoria College and Miriam Kelly, St. Michael's College;

Students: David Bessan, graduate

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student, Department of History; Alexandra Bezeredi, full-time undergraduate student, Trinity College; Bruce Hunter, part-time undergraduate student, Woodsworth College; Valerie Pugh, part-time undergraduate student, Woodsworth College; and Colin Walker, full-time undergraduate student, New College;

Teaching staff: Professors M.E. Berridge, School of Physical & Health Education; J.W. Browne, Department of Health Administration; W.J. Callahan, chairman, Department of History; David J. Dooley, Department of English, St. Michael's College; J.T. Mayhall, Faculty of Dentistry; E.A. Robinson, Department of Chemistry, Erindale College; A.N. Sheps, Division of Humanities, Scarborough College; Arthur Sherk, Department of Mathematics; and P.M. Wright, Department of Civil Engineering.

Presidential assessors: Professor K.J. Dorrington, Faculty of Medicine; Principal Dennis Duffy, Innis College; Professor David M. Nowlan, School of

Graduate Studies; Dean Gordon Slemon, Faculty of Applied Science & Engineering; Dean A.R. Ten Cate, Faculty of Dentistry; and Dean Arthur Kruger, Faculty of Arts & Science. One member to be appointed.

Co-opted member of the 1979-80 Campus & Community Affairs Committee

June Hope, administrative assistant, Personnel, Scarborough College.

Co-opted members of the 1979-80 Planning & Resources Committee

Professors Modris Eksteins, Department of History, Scarborough College and Fergus Craik, Department of Psychology, Erindale College.

Co-opted member of the 1979-80 Business Affairs Committee

Professor Robert J. Sharpe, Faculty of Law.

Salary Administration Policies for Administrative Staff

Salary Administration Policies for Administrative Staff

Dr. W.E. Alexander, chairman of the Personnel Policy Board, has informed us that a recently completed compilation of current salary administration practices for administrative staff is shortly to be distributed to the University community through the Manual of Staff Policies. The text of this document, entitled "Salary Determination", subject to minor revisions, for clarification, is reproduced below.

Salary Determination

INTRODUCTION

This document is a compilation of current salary administration practices which apply to staff in administrative (non-academic) positions. Salary practices normally require review on an on-going basis and this documentation is provided with the intent that changes may be developed on a continuing basis as circumstances require.

Salary practices were first outlined in the University of Toronto Salary Administration Policy approved by the Board of Governors of the University in 1971. In the ensuing period these practices have been refined and clarified and, to a large extent, published in the annual Budget Instructions. This document was reviewed with the UTSA/Personnel Liaison Committee and subsequently endorsed by the Personnel Policy Board. The purpose of this document is to provide a comprehensive guide to current practices for those responsible for divisional/departmental salary administration and a basis for informing affected staff on how salaries are determined at the University.

The document is divided into two sections: GENERAL SALARY ADMINISTRATION PRACTICES and INDIVIDUAL SALARY ADJUSTMENTS. The first section describes the system which exists at the University for the evaluation of positions, their allocation to salary ranges, and the distribution of salaries within these ranges. The second section describes how individual salaries are initially established and subsequently adjusted.

RESPONSIBILITY

Achievement of the University's goal of effective human resource management requires open communication and understanding of the philosophy underlying salary administration practices. Cooperation between divisions/departments and the Personnel Department is fundamental to the effectiveness of all the functions involved in the determination of salaries. To assist this process, divisional/departmental heads and at least one other designated staff member from the department should be fully conversant with salary practices and procedures and sufficiently knowledgeable about salary administration techniques to relate departmental situations to salary administration standards.

The primary responsibilities of divisions and departments are:

- to prepare job descriptions and organizational charts which are accurate and up to date;
- to make recommendations with respect to salary within the provisions of departmental budgets and in accordance with established salary policies, practices and procedures;
- to ensure that staff members are aware of how decisions in relation to

position classification and salary are made.

The Salary Administration Section of the Personnel Department is responsible for:

- developing and maintaining classification programs for all non-union administrative staff;
- designating a salary analyst to assist and liaise with each department;
- providing assistance to departments in developing effective and viable organizational structures;
- collecting salary data from the external job market, assessing it in relation to the University's salary ranges, and making recommendations as appropriate;
- monitoring the administration of salaries for compliance with established practices, to promote equitable treatment throughout the University.

AUTHORIZATION

Salary recommendations which conform to these practices automatically receive the authorization of the Director of Personnel.† When a department feels that a justifiable exception to these practices should be made, the details of the situation should be referred to the Salary Administration Section of the Personnel Department for consideration.

Salary proposals falling outside these guidelines should not be finalized or communicated to prospective or current staff members, unless the approval of the Personnel Department has been obtained.

I. GENERAL SALARY ADMINISTRATION PRACTICES

1. Position Descriptions

Prior to the recruitment of a new staff member, an appropriate salary range must be established. To facilitate this, a position description is written, outlining the duties, responsibility, qualifications and experience required in the job. (See Appendices A-1 to A-3.) In creating a new position, the staffing requirements of the department are analyzed, taking into account the most effective allocation of work among the staff members. The amount of money available to the department will also influence the type of position created. For example, if funds are available for a bookkeeper, one would not create a position for a financial administrator.

When a position description is finalized, it is signed by the division or department head and forwarded to the Salary Administration Section of the Personnel Department for classification.

Position descriptions should be regularly checked by the department to ensure that they are up to date. If significant changes occur, the position description should be revised and forwarded to Salary Administration for review.

Every staff member should have a copy of his or her position description. In addition to being a good training tool, the position description provides the staff member with a clear understanding of the tasks he or she has been hired to carry out and of the standards against which performance will be evaluated.

†In some instances the approval of Governing Council may also be required. (See GOVERNING COUNCIL POLICY ON APPOINTMENTS AND REMUNERATION, Appendix B to Policy 4.01.01, *Manual of Staff Policies*.)

2. Classification

The Salary Administration Section of the Personnel Department analyzes a position by comparing it to similar classified positions at the University, and by relating its major functions to the appropriate category, normally a class series. The positions within a class series have duties and responsibilities in common but are divided into levels, e.g., Lab Technician 1, 2, 3, 4. Each successive level carries a higher degree of responsibility. From time to time, class series may be created or revised in order to reflect developments in the kind of work required of the University's staff.

Some positions at the University cannot be allocated to any of the existing class series. Such positions are placed in an appropriate salary range, primarily by analyzing market information on comparable positions in the community. The position is then designated as "one level", meaning that it is usually the only position of its kind in that salary level.

For positions in Salary Schedule C, assistance is provided by Salary Administration in drafting the necessary "Position Specification Form". (See Appendix A-3.) When this document has been finalized, it is evaluated by the Salary Administration Section and if the recommended level is above Salary Grade 8B, it is forwarded to a Presidentially appointed evaluation committee. Schedule C positions are related to market information and/or ranked in relation to other positions in the University.

3. Salary Ranges

(1) Establishing the Salary Ranges

Each classification level is associated with a salary range, having a minimum, a midpoint, and a maximum. A salary range is initially established by conducting a market survey. Representative University positions are compared with similar positions, principally in the Toronto area or, if necessary, in other Canadian employment communities. Many factors must be taken into consideration in order to ensure that comparable positions are being surveyed. Some examples are: duties and responsibilities of the positions, size and reporting structures of the organization surveyed, judgment and planning abilities used in the jobs, qualifications and experience required.

The salary data is collected and analyzed to establish a "market rate" or "job rate". In our classification systems this is called the midpoint. This is the average wage paid to employees in the outside community performing similar jobs in a fully satisfactory manner. The market data is then used to build the salary range structure. The following are the basic principles behind the University's salary range structure:

- The midpoint of the salary range is related to the market rate as explained above. The minimum of the range represents the lowest rate the University will pay to an employee possessing the minimum qualifications for the position. The maximum of the range represents the highest rate the University commits itself to pay outstanding employees.
- The percentage differences between the midpoints of salary ranges are great enough to reflect the significant difference in degree of responsibility between jobs

classified at each level. The "mid-point differential" between successive ranges in each salary schedule is approximately 10 per cent.

- Progression of an individual's salary through the range depends upon performance of the job, or merit.

- The width of the range, "range spread", from minimum to maximum, represents the probable extremes of performance for positions at that level. The range spread is 35 per cent from minimum to maximum in Salary Schedules A and B, and 50 per cent in Salary Schedule C. The range spread is greater in the higher salary levels because the positions classified at these levels are more complex and greater extremes of performance are, therefore, possible. (Refer to the Budget Instructions for a complete listing of Salary Schedules A, B and C.)

(2) Maintaining the Salary Ranges

To maintain salary ranges at a competitive level with the outside community, the Personnel Department continues to conduct salary surveys, participates in surveys conducted by other employers, and analyzes salary data made available by professional compensation groups. The over-all competitiveness of the salary ranges is also assessed in relation to economic conditions and cost-of-living patterns in the community. All of these factors, in conjunction with University budget considerations, form the basis upon which periodic uniform adjustments to all the salary ranges are made. (See Section II.3, "Economic Increases".)

From time to time, a market survey may indicate that a particular position or group of positions has fallen significantly behind the prevailing rates of pay. An adjustment may be made in such cases by moving the positions affected into a higher salary range with an appropriate midpoint.

4. Position in the Salary Range

(1) Compa-ratio Position

A compa-ratio expresses an actual salary as a percentage of the salary range midpoint. It is produced by dividing the annual salary by the midpoint figure for the range. For example, in Salary Schedules A and B, a salary at the range minimum has a compa-ratio of 85, because it is 85 per cent of the midpoint. A midpoint salary has a compa-ratio of 100. At the range maximum, a salary is 115 per cent of the midpoint. In Salary Schedule C, the range spread is wider. Minimum salaries have a compa-ratio of 80; maximum salaries have a compa-ratio of 120.

Since a compa-ratio expresses the relationship of a salary to a midpoint in percentage terms, it is possible to use compa-ratios to compare the salary range positions of several people, even if they are classified in different salary ranges. The following are examples of situations in which a compa-ratio analysis would be useful:

- a faculty wishes to compare the salary positions of the staff in several areas, in order to determine how equitably the merit guidelines are being applied;
- there has been a high turnover rate in a division and it is suspected that the low salary positions of employees may be a contributing factor;
- a department wishes to study

performance levels among employees who have been in their jobs for several years.

(2) Quartile Position

Any salary range can be divided into

four equal sections or quartiles. The following grid illustrates the relationship among salary ranges, individual salary position in the range, i.e., compa-ratio (CR), and salary range quartiles:

	SALARY RANGE			
	Minimum	Midpoint	Maximum	
	Quartile 1	Quartile 2	Quartile 3	Quartile 4
Schedules A, B—CR	85–92.5	92.6–99.9	100–107.5	107.6–115
Schedule C—CR	80–89.9	90 –99.9	100–109.9	110 –120

An individual's quartile position is one of the factors which determines the frequency and the amount of merit increases for which he or she is eligible. (See Section II.4, "Guidelines for July Merit".) Quartile position is also an indicator of general performance level. The following are factors which would influence an individual's quartile position:

(i) *Quartile 1*: Employees are frequently appointed in this portion of the range and move toward midpoint with probationary and merit increases.

(ii) *Quartile 2*: Employees who have the qualifications and experience which will enable them to master their required duties in a very short period of time may be hired in this portion of the range. Staff members who have moved to Quartile 2 should exhibit satisfactory to very good performance or possess special skills acquired on the job. Movement from this quartile to the range midpoint occurs when the employee can perform all aspects of the job in a fully satisfactory manner. This movement is expected to occur more quickly for staff in the lower salary ranges who perform less complex tasks.

(iii) *Quartile 3*: Employees in this portion of the range should exhibit very good to exceptional performance involving the utilization of highly developed skills on the job. Alternatively, this quartile may be used to recognize employees with long service records of very good performance. Movement from this quartile should recognize performance that is consistently above and beyond normal requirements.

(iv) *Quartile 4*: Employees in this portion of the range should be exceptional performers regularly utilizing highly developed skills on the job and performing at a level well beyond average requirements.

II. INDIVIDUAL SALARY ADJUSTMENTS

1. Starting Salaries

A salary at the range midpoint signifies fully satisfactory performance in all aspects of a position. Starting salaries are normally established below the midpoint because a new incumbent would not yet have achieved this level of competence. Within this guideline, an actual starting salary is determined by considering the new staff member's job-related qualifications and experience. In some cases, the market conditions surrounding recruitment will also influence the amount of the starting salary.

As outlined in Section I.4.(2), "Quartile Position", a salary in the first quartile of the range is appropriate for an individual who meets the minimum requirements for the position. If an individual possesses job-related qualifications and experience beyond the minimum requirements, these should be taken into consideration in establishing a starting salary closer to the range midpoint.

From time to time, recruiting conditions, particularly for positions with specialized skills, may be such

that a fully qualified person cannot be found. In such cases an under-qualified person with high potential may be hired. Such individuals should not be hired at the range minimum. An appropriate starting salary should be established in a salary range below that of the classification level assigned to the job. The employee's salary is administered in this range for a specified period of time during which the employee gains, through education or on-the-job training, the minimum qualifications and experience. This procedure is called "underfilling". When the underfill period is successfully completed, the staff member is promoted to the regular classification level for the position. Should an underfill situation arise, all aspects of the proposed arrangement, including the level of the underfill, the projected time period, and the appropriate starting salary should be discussed with Salary Administration prior to offering the position formally to the prospective incumbent.

For detailed information on hiring practices, see RECRUITMENT, SELECTION AND HIRING, Policy 4.01.01, *Manual of Staff Policies*.

2. Probationary

(1) Probationary Periods

An appropriate probationary period should be established by the department in conjunction with any offer of employment. (See RECRUITMENT, SELECTION AND HIRING, Policy 4.01.01, *Manual of Staff Policies*.) Probationary periods are also frequently established for staff members who have received promotions or transferred laterally into another position. The purpose of the probationary period is to provide the immediate supervisor with an opportunity to assess the performance of a staff member after a trial period in the new job. In this way misunderstandings or shortcomings can be minimized from the outset.

(2) Probationary Increases

Probationary increase guidelines have been established to provide flexibility for improving a staff member's original position in the salary range, particularly when the salary is close to the range minimum. If the employee during the probationary review period demonstrates an ability to carry out the duties of the position beyond the initial expectations, a probationary increase may be awarded. All staff members should be informed at the time of hiring or promotion whether any salary review might be expected at the end of the probationary period. Specific increases should not be promised in advance, rather, the appropriate increase should be determined in conjunction with a performance review at the end of the probationary period. A probationary increase should not place the incumbent's salary above the range midpoint. The upper portion of the range is reserved to recognize above average and exceptional performance in all aspects of the position in subsequent merit reviews. Staff members who transfer laterally into other positions are not eligible for probationary increases.

Where the salary position is sufficiently below midpoint to permit the awarding of a probationary increase, the following guidelines should be applied:

(a) When the probationary period ends between January 1 and July 1, a probationary increase of between two and four per cent may be awarded in anticipation that a merit increase under the standard July guidelines may be awarded between July 1 and January 1, but not sooner than four months from the time of awarding the probationary increase.

Guidelines:

Salary Range	Probationary Period	Amount
1–4	3 months	2–4%
5 and above	4–6 months	2–4%

Probationary increases are not to take salaries beyond the range midpoint.

(b) When the probationary period ends between July 1 and January 1, broader probationary guidelines should be applied to recognize that merit will not be awarded until the following July.

Guidelines:

Performance Level	Pos'n in Salary Range & Amount	
	Quartile 1	Quartile 2
Unsatisfactory	—	—
Satisfactory	2–4%	1–3%
Very Good	4–5%	3–4%
Excellent	5–6%	4–5%

Probationary increases are not to take salaries beyond the range midpoint.

3. Economic Increases

An economic or "across-the-board" increase is normally awarded to each staff member in conjunction with the annual adjustment of salary ranges. (See Section I.3.(2), "Maintaining the Salary Ranges".) Every staff member is entitled to such an economic increase, with the following exceptions:

(a) a staff member who has been formally advised that performance is unsatisfactory and must be improved should not receive any salary increase until the situation is clarified;

(b) a staff member with less than six months' experience may have been recently appointed at a salary high in the range in anticipation of the new July ranges. In such cases, withholding part or all of the increase may be appropriate and the individual should be advised accordingly.

4. Guidelines for July Merit

Based on the previous sections on salary range structure and quartile definition, which are consistent with the philosophy of awarding merit increases for performance in recognition of quality, the standard July guidelines are as follows:

Performance	Quartile 1	Quartile 2	Quartile 3	Quartile 4
Unsatisfactory	—	—	—	—
Satisfactory	2–4%	1–3%	—	—
Very Good	4–5	3–4	1–3%	0–2%
Exceptional	5–6	4–5	3–4	1–3

If a staff member is hired or promoted to a position at or above range midpoint between January 1 and July 1, then a merit increase may be awarded between July 1 and January 1 but not sooner than four months from the previous salary/career event.

If a staff member is hired or promoted to a position at or above the salary range midpoint between July 1 and January 1 then merit consideration should take place on the following July.

Note:

Please refer to Section II.2.(2), "Probationary Increases" for those staff

hired or promoted to a position below the range midpoint.

The following principles should be considered in the awarding of merit:

(1) Quartile Position

As explained in Section I.4, "Position in the Salary Range", any salary range can be divided into four equal sections or quartiles and quartile position is one factor in the determination of merit increases.

The variation in percentage increases by quartile recognizes the concept that staff with salaries below midpoint (the market rate paid for fully satisfactory performance) should advance fairly rapidly to the midpoint while progression above the midpoint is more gradual to reflect that any salary above the midpoint is in continuing recognition of very good or exceptional performance since the individual is being paid above the going rate for the job. Thus, there is no provision for merit above the midpoint for satisfactory performance.

(2) Performance

Within any given quartile, the higher the performance level, the higher the range of possible increases the employee can receive. Supervisors assess performance levels by evaluating an individual's demonstrated performance against established performance standards. (See PERFORMANCE REVIEW, Policy 4.02.08, *Manual of Staff Policies*.) Exceptional and very good performers advance more quickly through the range than satisfactory performers and may, over a period of time, reach the range maximum. However, a satisfactory performer ceases to be eligible for merit once the range midpoint has been reached. This is based on the principle that staff members should reach the midpoint by meeting all job requirements with fully satisfactory performance, whereas the maximum of the range should only be approached through exceptional performance or very good performance over a long period of employment.

It should be noted that no merit increase is provided in cases of unsatisfactory performance.

5. Promotion

In order to be promoted a staff member must have a definite change in job status under one of the following conditions:

(a) the staff member moves to a position classified in a higher salary range;

(b) the staff member's position is reclassified to a higher salary range.

Promotional increases are awarded to recognize a staff member's assumption of greater responsibilities. In determining the size of a promotional increase, the most important factor to consider is the position which the staff member's salary will have in the new salary range. An employee's position in the salary range is a general indicator of performance level. Since one could rarely be expected to immediately carry out new duties and responsibilities at as high a level of competence as was achieved in the old job, the promotional increase should place the staff member's salary at a lower position in the new range than was held in the old range. Using the compa-ratio concept outlined in Section I.4, "Position in the Salary Range", an appropriate promotional increase would thus result in a drop in compa-ratio.

As a general guideline, a person moving up one-half salary grade, i.e., from a salary range in Schedule A to the next highest range in Schedule B, should receive an increase of between two per cent and four per cent. A person moving up one full salary grade, i.e., from one salary range to the next

in the same schedule, should receive between four per cent and six per cent. A person moving up two salary grades should receive between eight per cent and 12 per cent. In exceptional situations, a staff member may be promoted over three salary grades, and an increase of between 15 per cent and 20 per cent would be appropriate. In all cases, the staff member should receive at least the minimum salary for the new range.

A staff member may be offered a promotional opportunity without a promotional increase, thereby recognizing a salary above the midpoint of the new range and providing scope for future merit increases.

Salary increases are not awarded when a staff member transfers laterally to another position in the same salary range, although eligibility for

merit continues. In some instances it may be desirable to move a current staff member with career potential into a higher level position even though the minimum qualifications for the position have not yet been attained. In such situations the department should use the underfilling procedure, outlined in Section II.1., "Starting Salaries".

When a revised position description results in the promotion of a staff member, the salary increase normally takes effect on the first of the month in which the description is received by the Personnel Department. It is, therefore, important that departments submit position descriptions promptly when changes in job content occur.

Following a promotion, the staff member may be eligible for proba-

tionary review. (See Section II.2.(2), "Probationary Increases".)

6. Salary Reductions

Reductions in salary should normally only occur when either:

(a) as an alternative to termination of a consistently poor performer it is felt that the individual is capable of performing competently in a less demanding position and a transfer to a lower level classification can be arranged;

or

(b) a staff member seeks a transfer to a position at a lower classification level for personal or career reasons.

In these situations the staff member's salary should be administered appropriately in the range of the position accepted. However, every consideration should be given to the

individual's prior experience to minimize any salary reduction that might be considered.

Appendices

These forms will be included with the copy distributed for the *Manual of Staff Policies*.

Appendix A-1:

"Guidelines for Completing Position Descriptions"

Appendix A-2:

Specimen of University of Toronto Position Description Form

Appendix A-3:

Position Specification Form, Special Salary Staff

Personnel Department

September 13, 1979

A change in committee meeting coverage

The *Bulletin's* coverage of Governing Council committee meetings will be altered somewhat this year to be more compatible with the concerns and interests of our readership.

Governing Council monthly meetings will be reported on as in the past. However, the full coverage we have given to some committee meetings such as Planning & Resources and Academic Affairs will be discontinued and replaced by synopses of major business conducted

by all the committees. (See below.) This material will be provided by the Governing Council Secretariat. Exceptions will likely be made occasionally during the year. For instance, when an issue of vital concern to the University community comes before a committee for discussion, a staff writer will attend and report on the debate.

(See below for highlights of business the committees will be dealing with this academic year.)

This year we hope to be able to present a discussion of the important issues in the *Bulletin* before they reach the committee stage by covering faculty council meetings, task forces and other special meetings and by interviewing people who are making or who are affected by policy changes. We also plan to increase our coverage of University research and teaching activities.

Highlights of business at Campus & Community Affairs Sept. 18

Recognition of campus organizations

The committee recommended that the following requirements be added to the Guidelines on Recognition of Campus Groups:

(1) That groups seeking recognition must supply the following information: (a) the names of two officers and a mailing address which will be considered to be public information; (b) the name of a "contact person" who will be responsible for all room bookings and rentals of University equipment and services.

(2) That recognized groups generating extensive revenues may be required to submit audited statements annually to the Office of Campus & Community Affairs. Audited statements could be requested, for example, if groups regularly charge admission to their activities, pay salaries to any of their members, officers or employees, or raise funds other than in support of their on-campus programs. A full and public accounting of these funds should be provided as is presently the case for student societies for whom the University collects fees. Hence, the

submission of audited statements may be required for such groups' continued recognition.

Athletics memberships

The director of athletics and recreation, Bud Fraser, in response to a member's question, reported that approximately 400 community memberships to the athletic centre have been sold and approximately 50 people have paid for the squash membership.

Highlights of Committee Calendars of Business

Academic Affairs

Amendments to policy on endowed chairs, professorships and visiting lectureships (Sept.); Status of Department of Landscape Architecture (Nov.); Amendment to the Code of Behaviour (Oct.); Divisional guidelines for the evaluation of teaching for tenure review purposes (Nov.); Divisional policies on access to student records (Oct.); Transitional Year Program — Review of administrative arrangements (Dec.); OISE — review of affiliation (March); Revision of the enactment respecting the Disciplinary Tribunal (Nov.); Dismissal of librarians for fiscal reasons (March); Faculty of Arts & Science — curriculum review (Kelly report) (Dec.); and Review of the Memorandum of Understanding (Feb.)

Planning & Resources

Administrative response to Farquharson report on duplicating services (Oct.); Scarborough/Forestry task force report (Nov.); Southwest campus users' committee report (Oct.); Planning & Priorities final report (Oct.); Brief to OCUA (Dec.); Space plan and policy/Capital priorities list (Dec.); I'Anson Fund (Nov.); Connaught Fund (Dec.); Connaught development grants (Jan.); Hart House art gallery (March); Continuing education review (Dec.); Capital plans for student residences (April); Policy on endowed chairs (March); Budget report (Feb.); Tuition fees review (Jan.); Financial guidelines for U of T computer services (Dec.); and the future of the Institute of

Child Study Laboratory School (date not yet scheduled).

Campus & Community Affairs

Allocation of facilities for casual purposes (Oct.); *The Varsity* incorporation (Oct.); University art inventory (Oct.); Campus and student services planning (Nov. or Dec.); Compulsory non-academic incidental fees (overall structure — Nov., individual fee changes — March); Department of Athletics & Recreation planning report (Jan. or Feb.); Parking Authority rates (Nov. or Dec.). Possible items: Campus media policy; Future of

Devonshire House; Southwest campus redevelopment; and Student societies policy.

Business Affairs

Physical inventory of fixed assets (Oct.); Policy for maintenance of buildings, replacement of equipment (Oct.); Parking rates (Oct.); Report on fire safety projects (Jan.); Enrolment report (Jan.); Personnel policies — new and monitoring of existing (Jan.); and Report on construction projects (May).

(The above dates are tentative.)

Task force sees forestry move to Scarborough as feasible

Moving the Faculty of Forestry to Scarborough College is feasible in terms of space, academic requirements, and capital and operating costs, concludes a task force established to study the feasibility of such a move. The report of the Task Force on the Feasibility of Locating the Faculty of Forestry on the Scarborough Campus, released Sept. 10, lists several advantages of a relocation:

- Physical facilities of the faculty would be located on one site, compared to the five currently being used
- There would be less dependence on the present rented, poor quality space
- The faculty would benefit from better research space, including expanded wood science facilities, improved greenhouse facilities, growing space and animal facilities, and a better opportunity for future expansion
- Scarborough College would gain additional space for its library, which is now housed in a number of locations on the campus.

Included in the study is a \$5.1 million proposal for a four-level addition to the college's recreation wing (in which would be the new library space), renovation of parts of the recreation wing and the science wing, a new wood science facility, and an improved greenhouse. Costs to the college are estimated at \$2,245,000; building and renovation expenses for the Faculty of Forestry would be \$2,896,000. The task force report estimates increased operating costs — utilities, maintenance,

salaries and supplies — at \$213,000.

However, the report lists several disadvantages. While undergraduates in the Faculty of Forestry could take almost all of their non-faculty core courses at Scarborough College, "for the programs of graduate studies and research, the St. George campus and the immediate vicinity are extremely important, not only for needed course offerings, but for research links as well as ready access to facilities such as library services". Furthermore, the faculty has important associations with other agencies near the St. George campus, such as provincial ministries, the Royal Ontario Museum, and the industrial sector, which would be more difficult to maintain from Scarborough. Also, the task force says that dislocations for staff and students, including difficulties in maintaining extra-curricular activities such as intramural sports, would have to be assessed. To offset some of these disadvantages, the task force recommends that office space be provided for the Faculty of Forestry on the St. George campus.

The report is a study of feasibility only, and is being reviewed by Scarborough College, the faculty and the administration. The administrative response to the report, along with recommendations about its implementation, if any, will be submitted to the Planning & Resources Committee when completed.

Continued on Page 6

Press Notes

Two recent approaches to the Press, only slightly embroidered.

The editor's phone rings.

CALLER (without preamble): Sir, do you often wonder how the ancient Egyptians raised those huge blocks of stone to build the Pyramids?

ED (agreeably): Well no, not often.

Wasn't it tens of thousands of slaves more or less heaving and pushing?

CALLER (testily): Poppycock. That, unfortunately, is the widely-held misconception. The book I have just completed proves conclusively and irrefutably that the stones were raised by the application of intricate mathematical formulae. My book will launch a new era in the history of mankind.

Oh groan, groan. Why me? Who gave this Thanksgiving-type bird my number. An enemy hath done this, verily.

ED: How interesting. And just how did they do it, I mean in layman's terms?

CALLER: The huge stones were moved through the air without support of any kind.

Sure they were. Yes, you did hear correctly, m'lud.

CALLER: I have chosen your Press over many others to be the publisher of my work. My discovery will, of course, revolutionize the building industry. I estimate sales in the English-speaking world alone will be 30 million copies.

ED: I don't think we could handle so massive an undertaking. Perhaps you had better seek a more commercially-oriented publisher. After all, sales of that size would put your book in the same category as the Bible.

CALLER: SO WHAT.

Restored by lunch, the editor is back at his desk and has just clarified a particularly murky paragraph by the cunning insertion of a semicolon. Suddenly a huge bearded figure in a caftan looms over his desk.

VISITOR: Pardon the intrusion. I am instructed to appear here and present you with His manuscript for publication.

ED: His manuscript?

VISITOR: The Lord dictated it to me. Sure He did. Oh woe, woe. Two in one day. It is truly not meet and just.

ED: Well, look. That's just not our sort of book, you know. Perhaps some other publisher ...

VISITOR: Are you telling me you would turn down a book inspired by the Lord and His Son?

ED: I suppose I am.

That night the editor tosses fitfully in his sleep. In his nightmare an odd-shaped little green man with bulbous eyes and antennae, manuscript under his arm, is standing in his office. 'Take me to your Reader,' the little fellow is saying. The strange voice is coming from his ear.

Take me to your Reader



University
of Toronto
Press

Bulletin

Acting Editor: Norma Vale

Writers: Pamela Cornell, Jacqueline Swartz

Copy Editor: Margaret MacAulay

Production: Chris Johnson

Photographer: David Lloyd

Advertising: Marion de Courcy-Ireland, 978-2106

Director: Elizabeth Wilson

Material may be reprinted in whole or in part with appropriate credit to the *Bulletin*.

Published every two weeks by the Department of Information Services, 45 Willcocks St., Toronto, Ontario M5S 1C7

Telephone 978-2102

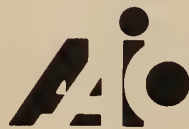
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**Alfred Adler
Institute of
Ontario**

Gov't policy on funding of research

debated at first of series of panel discussions

What does the 1957 launching of Sputnik have to do with the problems now being faced by Canadian universities?

In a panel discussion at New College Sept. 19, Claude Fortier, chairman of the Science Council of Canada, said the emotional reaction of North Americans to the launching of the Russian satellite caused a too-rapid expansion of our universities.

"The situation wasn't conducive to wise management of resources. Academic research grew in a *laissez-faire* manner, with the proliferation, duplication, and dilution of programs."

Both governments and the universities themselves had missed opportunities in the last decade to correct the weaknesses, he said, so that, with the advent of the 80s, universities are at a crossroads.

Fortier was one of five panel members discussing the topic, "The University as Research Institute". Also on the panel were President James Ham; Claude Lacombe of the Ontario Ministry of Education; David Low of the Ministry of State for Science and Technology; and Dr. J.B. Macdonald, president of the Addiction Research Foundation.

The two-hour lunchtime session was the first in a series of eight panel discussions on Canadian science policy co-sponsored by the Club of GNU and

the Office of Research Administration.

Fortier painted a bleak picture of the future for Canadian universities. Between 1982 and 1994, he said, enrolment in universities across the country will drop by 20 percent, which amounts to the entire current enrolment in British Columbia, Alberta, and Saskatchewan universities.

Of the total number of investigators funded by the Natural Sciences and Engineering Research Council (NSERC), he said the proportion of those under 30 has dropped from 25 to five percent in the past eight years. He warned that eventually large numbers of scholars would have to be imported to replace those who would all be retiring at the same time.

"Universities must start living by their wits. They must concentrate and pool their resources to achieve a critical mass."

Vigorous endorsement of that view came from President Ham. He pointed out that U of T's Innovations Foundation "will work without government support" and that Connaught Fund money "will be concentrated on our most gifted people". He attacked the provincial government for failing to provide adequate financing.

"We have not experienced, nor are we anticipating a decline in enrolment at U of T yet we've been forced into a two percent per annum decline in our teaching staff because increases in funding are running at half the rate of inflation."

"And it's certainly not clear that this province takes research seriously. There is a real crisis of understanding among us. Politicians and the public can't seem to accept the fact that research is a central function of universities — the one function that distinguishes us from other educational institutions. I think it's peculiar that health research funds come largely from a lottery. Is that how the province determines its commitment to research?"

David Low countered that the impact of research on the economy is not well known. Funding is negotiated on the basis of convincing arguments, he said, and decisions about funding are made on the basis of pragmatism. He suggested that universities play up their contributions.

Claude Lacombe agreed. He said universities should be ensuring that they get more positive publicity and aren't just heard from when they're begging for handouts or complaining about their problems.

Dr. Macdonald suggested universities should be organizing their capability of addressing vital national problems in a multidisciplinary way. With the odd exception, he said, such as the recently publicized findings on hydrogen as a fuel, there is little evidence that diverse disciplines are getting together.

Speaking from the floor, Professor David Mettrick, chairman of the zoology department, said strategic grants from NSERC have helped by offering direction and objectives for research.

Dean Gordon Slemon of the Faculty of Applied Science & Engineering said that where applied rather than basic research was concerned universities have had difficulty working out co-operative arrangements with industry.

"There are inherent problems in discussions with industry. The Canadian Manufacturers' Association, for example, includes many firms (branch plants and multinationals) that are not technologically independent. We have to find our specific market — the companies that are or want to be technologically independent — then develop a dialogue, improve our image."

Dean John Leyerle of the School of Graduate Studies noted that U of T's Institute for Aerospace Studies has had a longstanding and fruitful relationship with the aerospace industry.

"The institute is doing precisely what we're complaining isn't happening. What we need to do is focus on our areas of excellence like that and let the world know about them instead of beating our breasts and complaining about money."

The next panel discussion will be on Energy, Oct. 17. Subsequent sessions will be on: Natural Resources, Nov. 14; Collaboration with the Third World, Dec. 12; Food and Agriculture, Jan. 16; Communication and Information, Feb. 13; Industrial Strategy, March 12; and Health, April 16. Check the *Bulletin* Events listings for times and places.

The Analytical Psychology Society of Ontario

announces its eighth annual program of lectures, seminars and workshops on

The Psychology of C.G. Jung

Lecture 2

John Sanford (San Diego), *The Invisible Partner: The Psychology of Relationships Between Men and Women*. Tuesday, October 16, 1979, 8 p.m.

Seminar Series 1

Basic Concepts in the Psychology of C.G. Jung, Led by Fraser Boa and Daryl Sharp (C.G. Jung Institute, Zürich)
Saturdays: Sept. 29, Oct. 13, 20, 27, 1979. 10 a.m. to 12 noon

Seminar Series 2

The Loss of the Feminine, led by Marion Woodman (C.G. Jung Institute, Zürich)
Tuesdays: Nov. 6, 13, 20, 27, Dec. 4, 1979. 7:30 to 9:30 p.m.

Upper Library, Massey College, University of Toronto, 4 Devonshire Place, Toronto
\$20 Students; \$30 regular members; \$40 non-members

For further information on the 1979-80 program
call (416) 961-9767, or write to the
Analytical Psychology Society of Ontario
223 St. Clair Ave. W., Toronto M4V 1R3

Library carrels, lockers, and cards

1978-79 library cards will be validated for use during the 1979-80 session by affixing a small green sticker to the front of the card. These stickers are being mailed to teaching staff members who had a library card last year. If you have lost your card or if you are new to the teaching staff, go to the reader registration

office, 3rd floor, Robarts Library or telephone 978-6433. (A charge of \$2 is made to replace a lost card.)

Fall/winter session applications for carrels and book lockers for faculty, post-doctoral students and graduate students in science and medicine subjects will be received until Sept. 28. Application forms are available at the circulation desk, Science and Medicine Library. For further information call science and medicine circulation at 978-2284.

Forestry

Continued from page 5

The task force was made up of Professor R.W. Missen, vice-provost, (chairman); Principal Joan Foley, Scarborough College, D.W. Lang, director, University planning and analysis, and Dean V.J. Nordin, Faculty of Forestry; assessors were Professors J.J. Balatinez and V.G. Smith of the Faculty of Forestry, Professor Alan Walker, Scarborough College, and Professor John Warden, associate dean, Scarborough College.

The task force was established at the recommendation of a senior planning group studying the problems and opportunities of multi-campus operations and planning.

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Events

Lectures

Monday, September 24

Marriage and Society in the Central Middle Ages.

Prof. C.N.L. Brooke, Cambridge University; Snider Visiting Professor at Scarborough College, first in series, "Marriage in the Middle Ages". R-3103 Scarborough College. 4.10 p.m.

Tuesday, September 25

World Models as an Aid in the Study of International Relations.

Prof. Karl Deutsch, Harvard University and International Institute for Comparative Social Research, Wissenschaftszentrum, Berlin. Croft Chapter House, University College. 11 a.m.

(International Relations Committee, CIS)

Wednesday, September 26

How Children Map Words and Things: Studies in Developmental Psycholinguistics.

Prof. Marcel Kinsbourne, Department of Psychology. 2135 Sidney Smith Hall. 4.10 p.m.

The Use of Literary Evidence for the History of Marriage.

Prof. C.N.L. Brooke, Cambridge University; Snider Visiting Professor at Scarborough College, second in series, "Marriage in the Middle Ages". Upper Library, Massey College. 4.15 p.m. (Medieval Studies)

Thursday, September 27

Betrothal and Marriage in the Middle Ages — In Law, Literature and Art.

Prof. C.N.L. Brooke, Cambridge University; Snider Visiting Professor at Scarborough College, third in series, "Marriage in the Middle Ages". Council Chamber, S-403 Scarborough College. 3.10 p.m.

Was She a Column: The Ionic Order.

Prof. Joseph Rykwert, University of Essex, England; first lecture in 1979-80 series. 3154 Medical Sciences Building. 8 p.m. (Architecture, Toronto Society of Architects, Ontario Association of Architects)

Rich Man, Poor Man: The Structure of Society in Mid-Victorian Peel County.

Prof. David Gagen, McMaster University, on the occasion of the unveiling of the 1859 Tremaine map of Peel County being presented to Erindale by the Mississauga South Historical Society. 265 North Building, Erindale College. 8 p.m.

Monday, October 1

The Keyboard Music of Gyorgy Ligeti.

Ove Nordwall and Eva Nordwall, Sweden. **Bass Clarinet Identity.**

Harry Sparnaay, the Netherlands, will perform works for bass clarinet. First of mini-lecture series. Walter Hall, Edward Johnson Building. 8 p.m. Tickets \$1 at door, free to New Music subscribers. Information, 978-3744.

(Music and New Music Concerts)

Tuesday, October 2

Shamans and the Living Religion of Korea.

Prof. Yun-Shik Chang, University of British Columbia; lecture in program, "Korea: Land of the Morning Calm". Room 205, Faculty of Library Science, 140 St. George St. 8 p.m. (Society for the Support of Korean Studies, East Asian Studies and Community Relations)

Tuesday, October 9

The United Nations and the Korean Unification Question.

Prof. Kwang Lim Koh, Central Connecticut State College; lecture in program, "Korea: Land of the Morning Calm". Room 205, Faculty of Library Sciences, 140 St. George St. 8 p.m. (Society for the Support of Korean Studies, East Asian Studies and Community Relations)

Ricardo Legorreta.

Mexican architect will speak on his own work; second lecture in 1979-80 series. 3154 Medical Sciences Building. 8 p.m. (Architecture, Toronto Society of Architects, Ontario Association of Architects)

Colloquia

Thursday, September 27

The Beginning of the Atomic Age — Impressions of the Life of Otto Hahn.

Prof. Ernst H. Berninger, Library of the German Museum in Munich. 102 McLennan Physical Laboratories. 4.10 p.m.

(Goethe Institute, Physics and SGS)

Friday, September 28

Medieval Marriage: Its Meaning Today.

Prof. C.N.L. Brooke, Cambridge University; Snider Visiting Professor at Scarborough College; fourth in series, "Marriage in the Middle Ages". Religious Studies Lounge, 14-352 Robarts Library. 1 to 2.30 p.m.

(Centre for Religious Studies)

Ironbridge, Its Role in Industrial Archaeology in Britain.

Neil Cossons, Ironbridge Gorge Museum, England. IHPST common room, fourth

floor Textbook Store, 280 Huron St. 3 p.m.

(IHPST, Museology and British Council)

New Developments in F-Element Organometallic Chemistry.

Prof. T. Marks, Northwestern University. 158 Lash Miller Chemical Laboratories. 3.30 p.m.

Thursday, October 4

Laser-Induced Inelastic Collisions.

Prof. Stephen Harris, Stanford University. 102 McLennan Physical Laboratories. 4.10 p.m.

(Physics and SGS)

Friday, October 5

The Idea of a Plurality of Worlds in Early 19th Century America: The Cases of Timothy Dwight, Ralph Waldo Emerson and Richard Locke.

Prof. Michael Crowe, Notre Dame University. IHPST common room, fourth floor Textbook Store, 280 Huron St. 3 p.m.

Concerts

Wednesday, September 26

Available Space Band.

Wednesday afternoon pop. East Common Room, Hart House. 12 noon to 2 p.m.

Ernest Hills, Baroque Lute.

Program of music for baroque lute composed by Sylvius Leopold Weiss. First in noon-hour recital series. Concert Hall, Royal Conservatory of Music, 273 Bloor St. W. 12.15 to 12.50 p.m. Information, 978-3771.

Saturday, September 29

Faculty Artists Series.

First of four programs; works by Mozart, Debussy and Stravinsky will be played by Stanley McCartney, clarinet; Rivka Golani-Erdesz, viola; Jane Coop, piano; Jeanne Baxtresser, flute; Judy Loman, harp; David Carroll, bassoon; Stephen Chenette, trumpet; Frank Harmantas, trombone; Russell Hartenberger, percussion; David Zafer, violin; Thomas Monohan, double bass; Victor Feldbrill, conductor.

Walter Hall, Edward Johnson Building. 8 p.m.

Single tickets \$5, students and senior citizens \$2. Information, 978-3744.

Sunday, September 30

A Festive Concert Celebrating the Life of C. Laughton Bird.

Elmer Iseler Singers, John Arpin, Nexus, Lyric Arts Trio, Music Builders Chorus (North York) and others with Harry Somers, master of ceremonies. Concert presented by friends of C. Laughton Bird, one of outstanding music educators of our day who died in January 1979, to honour his contribution to the arts in Canada and to establish a scholarship fund in his name.

MacMillan Theatre, Edward Johnson Building. 4 p.m.

Tickets \$25, \$10 and \$5; receipts for income tax purposes will be issued upon request for amounts over \$5.

Information, 923-2684.

(Music)

Wednesday, October 3

Curtiss Smith Quintet.

Wednesday afternoon pop. East Common Room, Hart House. 12 noon to 2 p.m.

Seminars

Tuesday, September 25

Solution of Polynomial Equations with Real Coefficients.

Prof. Leonard Freeman, University of Manchester; visiting Department of Computer Science; numerical analysis seminar. 155 Lash Miller Chemical Laboratories. 9.30 a.m. (Computer Science)

Cytological Studies on Malaria Parasites.

Dr. R. Sindén, Imperial College Field Station, Ascot. 235 FitzGerald Building. 3 p.m. (Microbiology & Parasitology)

Wednesday, September 26

The Initial Visit: A Training Strategy to Reduce Client Loss.

Dr. Maureen J. Carroll, National Center for Alcohol Education, Arlington, Va., special guest speaker; Dr. Henry J. Schankula, Addiction Research Foundation, chairman; first program in 1979-80 lecture/seminar series. Auditorium, second floor, Addiction Research Foundation, 33 Russell St. 12.30 to 2 p.m.

Office Work and the University in the City.

Prof. Jean Gottmann, Oxford University. Room 221, Department of Urban & Regional Planning, 230 College St. 2 p.m.

Thursday, September 27

Bounds on the Performance of Communication Protocols.

Nicholas Pippenger, IBM Research Center, Yorktown Heights, N.Y.; joint computer systems and theoretical aspects seminar. 134 McLennan Physical Laboratories. 4 to 6 p.m. (Computer Science)

Ecosystem Breakdown.

Prof. David J. Rapport, Department of Zoology, Institute for Environmental Studies and Statistics Canada. 119 Wallberg Building. 4 p.m. (IES and Environmental Engineering)

Artifacts, Ethnoculture and Ethnic Studies.

Mark Stolarik, Balch Institute for Ethnic Studies, Philadelphia. Upper Library, Massey College. 4 p.m. (Ethnic & Immigration Studies)

Monday, October 1

Canadian-Soviet Cultural Exchanges: An Assessment.

Prof. Edward Burstynsky, Department of Linguistics, and Konstantyn Huytan, doctoral candidate, University of London; first in series, "The World of Ukrainian Learning at U of T". St. Vladimir Institute, 620 Spadina Ave. 7.30 p.m.

(Canadian Institute of Ukrainian Studies, Toronto office, U of T; Ukrainian Professional & Business Club of Toronto, Ukrainian Librarians Association of Canada and St. Vladimir Institute)

Readings

Monday, September 24

Poetry Reading.

Prof. Michael Lynch will read Wallace Stevens. First in Poetry Readings at UC series for 1979-80. Walden Room, University College Students' Union, 79 St. George St. 4.10 p.m.

Exhibitions

Tuesday, September 25

Therese Bolliger: Recent Work.

Art Gallery, Hart House, to Oct. 12. Gallery hours: Monday, 11 a.m. to 9 p.m.; Tuesday-Saturday, 11 a.m. to 5 p.m.; Sunday, 2 to 5 p.m.

Monday, October 1

Ukrainian Canadiana: 75 Years of Ukrainian Book Publishing in Canada.

Display area, Robarts Library, to Nov. 30.

Films

Monday, September 24

Wednesday, September 26

A Germ is Life.

Second film in "Microbes and Men", six-part BBC-TV series; Pasteur and Koch separately establish link between germs and disease. Screenings, 4279 Medical Sciences Building. 12 noon.

Monday, October 1

Wednesday, October 3

Men of Little Faith.

Third film in "Microbes and Men", six-part BBC-TV series; Pasteur's discovery

of vaccines, his rivalry with Koch, hunt for the cholera germ. Screenings, 4279 Medical Sciences Building. 12 noon.

Wednesday, October 3

Japan.

First of nine films in series, "Cultures", showing different aspects of cultures from which foreign students and recent immigrants to Canada have come. International Student Centre, 33 St. George St.. Two screenings: 12 noon and 1 p.m. (Community Relations and ISC)

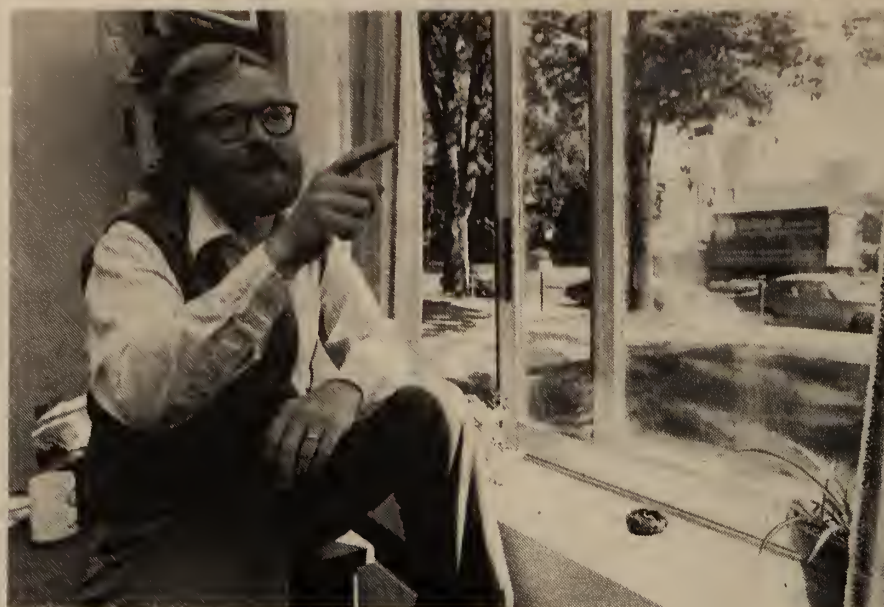
The Post-Hegelian University: A Sermon in Stones

by Dennis Duffy

In Hegel's Writings, dialectic stands on its head. You must turn it right way up again if you want to discover the rational kernel that is hidden away within the wrappings of mystification.

Karl Marx, Preface to the Second German Edition of *Capital*

Philosophers have undertaken to change this University, our function is to understand it. When cutbacks get discussed on this campus, their effects are noted in terms of academic matters in the purest sense: large classes, fewer TAs, fewer program initiatives. My aim is to stand that thinking on its feet, and to discuss our contraction in terms of physical plant. Body and soul, we are ill at ease, and in pondering the deterioration of our material fabric we may see how it figures forth the unravelling of our academic one.



Let me tell you about the place where I work. While it is, I am sure, no worse off than a dozen other foundations, here is the place I know. Translate its problems, *mutatis mutandis*, into those of your own workplace. I work in a compromised building. In the first place, Innis College fought hard to incorporate an old dwelling within the actual boundaries of its new building. A brilliant architect and a great deal of tricky negotiation effected this moral goal: the college stood not merely as destroyer, but as preserver. Of course, this compromise on the part of those who sought an all-new building left the odd structural problem. But architecture at its finest has always been a moral statement, and all parties declared themselves satisfied that the structure, given a little money from time to time, would work. Problems, yes; catastrophes, no.

Of course, since the building arose during a time of budgetary contraction (you should see the model for the Eldorado Hilton that was first planned during the boom years), further compromises proved necessary. An elevator had to go, so that only the ground floor proves accessible to the handicapped. More importantly, North American standards of comfort (the thought of them will send our grandchildren into peals of envious laughter) required air conditioning. Budgetary restrictions, however, prohibited putting the cooling plant underground. So there it rests on the roof, where it wasn't planned to be. It especially wasn't planned to be on the roof of the old house, which is why you can see great cracks in the inside supporting walls, and why my friend and colleague Chris Taylor gets an oh-god-I've-just-been-invited-to-dinner-with-Samson feeling whenever he looks up from his desk. I've promised to pay for shampooing the chunks of plaster out of his hair. Meanwhile, the pressure on the new building's roof sees to it that when the rain isn't pouring through the leaks, run-off from the cooling system is, and that is why at least one speaker in our Town Hall underwent an embarrassing and unlooked-for baptism in the

middle of reading a paper. He was not Born Again.

Have you noticed at least a slight resemblance between my workplace and the New Programme of the Faculty of Arts & Science? Conceived during a time of high hopes, its fabric incorporating elements of the old (departmental specialization) along with the new (cafeteria curriculum), with an era of monetary squeeze ensuring that the unpredictability of class size could not be compensated for by the hiring of additional staff, it too bears the scars of compromise.

To pursue the analogy further: cutbacks that were in fact cut-offs forced the Physical Plant Department to remove any caretaking service from our building. If, for example, a group using our facilities moves all the chairs out of one room into another and then neglects to put them back, we scramble around organizing pick-up groups composed of people without "furniture-hauling" listed in their job descriptions. So with counselling in the New Programme. Neglected and left to moral suasion for so many years, a new policy now makes it the function of overburdened registrarial staffs and of teaching staff of varied capabilities. Again, there is the air of a pick-up group about it, of response to an emergency rather than a thoroughly satisfactory policy.

Unfortunately, facts are stubborn things, and bricks lie there as particularly stubborn facts. Faculties can — given guts and vision — alter their curriculum and even in a time of shrinking resources re-deploy them in novel fashion. Those who must cope with the purely material have no such options. Those who see their workplace crumbling while a salary structure siphons more dollars out of a system than come in, grow more desperate at the thought of irreversible decline and wastage.

Those from the camps and the slavepens assure us that the body can eat itself for only so long. A point is reached where no new infusions can halt the slide. The very cracks in our buildings are telling us that something has to give.

Dennis Duffy is a Toronto freelance writer.

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Events

Miscellany

Wednesday, September 26
Wide Open House.

Hart House opens its doors to the University community. Concerts, biathlon, special meals, information; demonstrations will include T'ai Chi in the East Common Room and Aikido in Wrestling Room at 7.30 p.m.; disco with instruction all evening in Great Hall.

Friday, September 28

Festival of Flowers.

University chapels will be decorated by Garden Club of Toronto. Emmanuel, Knox, Trinity and Wycliffe College, Hart House and St. Thomas Aquinas at the Newman Centre will be open Friday, Sept. 28 and Saturday, Sept. 29 from 10 a.m. to 10 p.m.; Sunday, Sept. 30 from 12 noon to 6 p.m. Information, 978-2021. (Toronto School of Theology)

Intercollegiate Football.

Blues vs Western. Varsity Stadium. 7 p.m. Information and ticket prices, 978-3437 or 978-4112.

Thursday, October 4

Intercollegiate Football.

Blues vs York. Varsity Stadium. 7 p.m. Information and ticket prices, 978-3437 or 978-4112.

Saturday, October 6

Intercollegiate Soccer.

Blues vs Waterloo. Varsity Stadium. 1 p.m.

Intercollegiate Rugby.

Blues vs Brock. Back campus fields, Hoskin Ave. 2 p.m.

Conference

Thursday, September 27

Lands of the Bible Archaeology Foundation Colloquium.

Sept. 27 to 29, aspects of extensive collection of ancient Near Eastern art and artifacts. Most of the objects to be discussed are on view in exhibition, "Ladders to Heaven: Our Judeo-Christian Heritage" at the Royal Ontario Museum.

Program:

Sept. 27: Third millenium and neo-Assyrian topics and conservation; 10 a.m. to 6 p.m.

Sept. 28: Second millenium; 10.30 a.m. to 6 p.m.

Sept. 29: First millenium and Judaica and early Christian art; 9.30 a.m. to 6 p.m. Royal Ontario Museum. Programs will be available at ROM. Information, 978-3683.